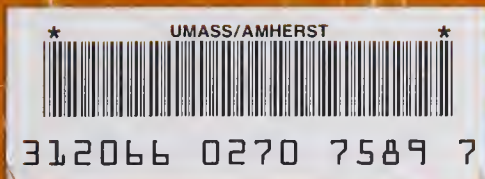
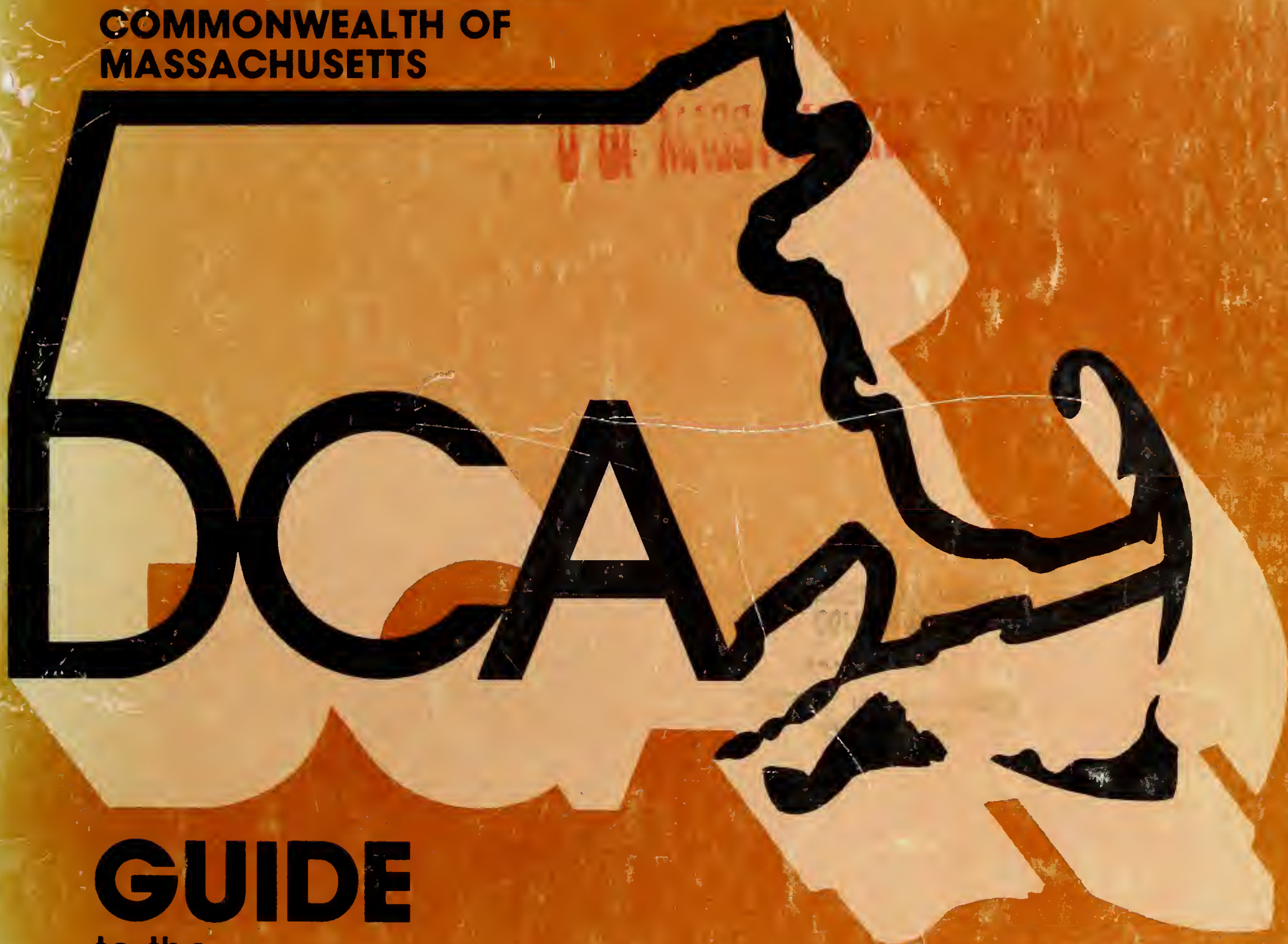


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**COMMONWEALTH OF
MASSACHUSETTS**



GUIDE

to the

Department of Community Affairs

and the

Executive Office of

Communities and Development

Executive Office of Communities and Development

A black silhouette of a city skyline, including various buildings and a prominent tower, runs along the bottom edge of the page.

ABOUT THE COVER

"Serving all the Commonwealth's communities" is the basic theme of the new logos featured on the front cover. These graphic devices will be used on letterheads and publications of the Executive Office of Communities and Development and its principal component, the Department of Community Affairs. Both designs – the DCA map logo and the silhouette cross-section of the Commonwealth – emphasize our interest in helping solve community problems in all parts of the state, from the westernmost towns to the tip of the Cape.

Preparation of this publication was financed in part through a grant to the Massachusetts Department of Community Affairs from the U.S. Department of Housing and Urban Development under the provisions of Section 701 of the Housing Act of 1954, as amended.

**COMMONWEALTH OF
MASSACHUSETTS**

Michael S. Dukakis, Governor



1978 GUIDE

to the

Department of Community Affairs

and the

Executive Office of

Communities and Development

William G. Flynn, Secretary

HOW TO USE THIS GUIDE

This booklet has been organized in six major sections to make it as useful as possible to a variety of readers:

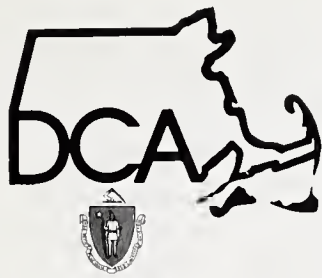
- **INDEX** On this page you'll find an index that will help you find the offices and programs that deal with the subjects of importance to you.
- **FEEDBACK/INPUT** On page iv there is a list of people you can get in touch with to voice opinions about the EOCD and DCA and to suggest changes you think would be desirable.
- **EOCD/DCA ORGANIZATION** For an overview of how the Executive Office of Communities and Development is organized and what each of its components does, turn to pages 1 and 2.
- **DEPARTMENT OF COMMUNITY AFFAIRS**—Components and Programs. The largest section of the Guide provides insights into the purposes and activities of the DCA, its Divisions and Regional Office; describes the various programs offered; and lists examples of typical projects and contact points for more information.
- **DCA PUBLICATIONS** On pages 19 and 20 you'll find a list of major DCA publications, and information about how to obtain them.
- **ACCESS TO THE DCA** The inside and outer back covers focus on field staff operations and how to locate and phone the DCA offices.

SPECIAL TELEPHONE NUMBERS

A special toll-free "hot line" is available for use by local officials who have problems that they feel can be resolved by one of the Municipal Representatives in the Office of Local Assistance. The number is **1-800-392-6445**. Local officials from Western Massachusetts communities in Berkshire, Franklin, Hampden, and Hampshire counties may prefer to call DCA's Springfield office at **413-736-4581**.

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Michael S. Dukakis, Governor
William G. Flynn, Secretary

Commonwealth of Massachusetts

Executive Office of Communities and Development

Office of the Secretary

100 Cambridge Street Room 1404 Boston, Massachusetts 02202 (617) 727-7765

Dear Community Leader:

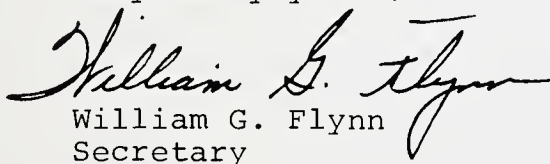
This Guide is for you. You are the people who make our communities work. You are the people who see that they're well planned and managed, who make sure that there's enough good housing, and who see what can be done about the problems of low-income residents.

It's the job of my office in state government to help you solve community problems. My office, the Executive Office of Communities and Development, and its largest component, the Department of Community Affairs, have a professional staff with information and resources you can use.

Do you need housing for the elderly in your community? Are you trying to start a community gardens program? Do you want expert advice on a city or town management problem? Are you having a problem putting together your application for federal funds? Get in touch with us. This guide will tell you where to call or write for answers to those and many other questions.

We're anxious to help you. That's what we're here for. And together we can find the most practical ways to make life better for the people who live and work in our cities and towns.

Very truly yours,


William G. Flynn
Secretary

FEEDBACK / INPUT

We'd like to hear from you

Times change, and so do local needs. The organization and programs of the Executive Office of Communities and Development and the Department of Community Affairs were designed to address the problems and potentials of our cities and towns in an effective manner. So we can continue to focus our efforts as best we can, we'd like to hear from you – both about things you approve of and those you feel need changing. If there are comments and suggestions you'd like to make about existing policies, programs and services, or if you would like to propose something entirely new, these people would be glad to hear from you:

DEPARTMENT OF COMMUNITY AFFAIRS

Area of Interest to You— Person to Contact

- Overall state and Department policy; major programmatic concerns

The Secretary
Department of Community Affairs
100 Cambridge Street–14th floor
Boston, Mass. 02202 (617) 727-7765

- Local government problems, community planning and management, neighborhood improvement

The Administrator
Division of Community Services
Department of Community Affairs
1 Ashburton Place–16th floor
Boston, Mass. 02108 (617) 727-7001

- Housing

The Administrator
Division of Community Development
Department of Community Affairs
100 Cambridge Street–14th floor
Boston, Mass. 02202 (617) 727-7130

- Concerns of the Poor

The Administrator
Division of Social and Economic Opportunity
Department of Community Affairs
10 Tremont Street–6th floor
Boston, Mass. 02108 (617) 727-7004

- Western Massachusetts Communities

The Director
Western Massachusetts Regional Office
115 State Street
Springfield, Mass. 01103 (413) 736-4581

OTHER UNITS OF THE EOCD

Those interested in voicing opinions or in obtaining additional information or publications of the other components of the Executive Office of Communities and Development, should get in touch with the appropriate office listed here:

Massachusetts Housing
Finance Agency
45 School Street
Boston, Mass. 02108 (617) 723-9770

American and Canadian French
Cultural Exchange Commission
Bernard Theroux, Exec. Secretary
(Lowell: 617-452-4023)
100 Cambridge Street
Boston, Mass. 02202 (617) 727-6564

Housing Appeals Committee
100 Cambridge Street–13th floor
Boston, Mass. 02202 (617) 727-6192

Massachusetts Home Mortgage
Finance Agency
45 School Street
Boston, Mass. 02108 (617) 723-9770

Governor's Advisory Council on
Hispanic Affairs
100 Cambridge Street, 14th floor
Boston, Mass. 02202 (617) 727-7005

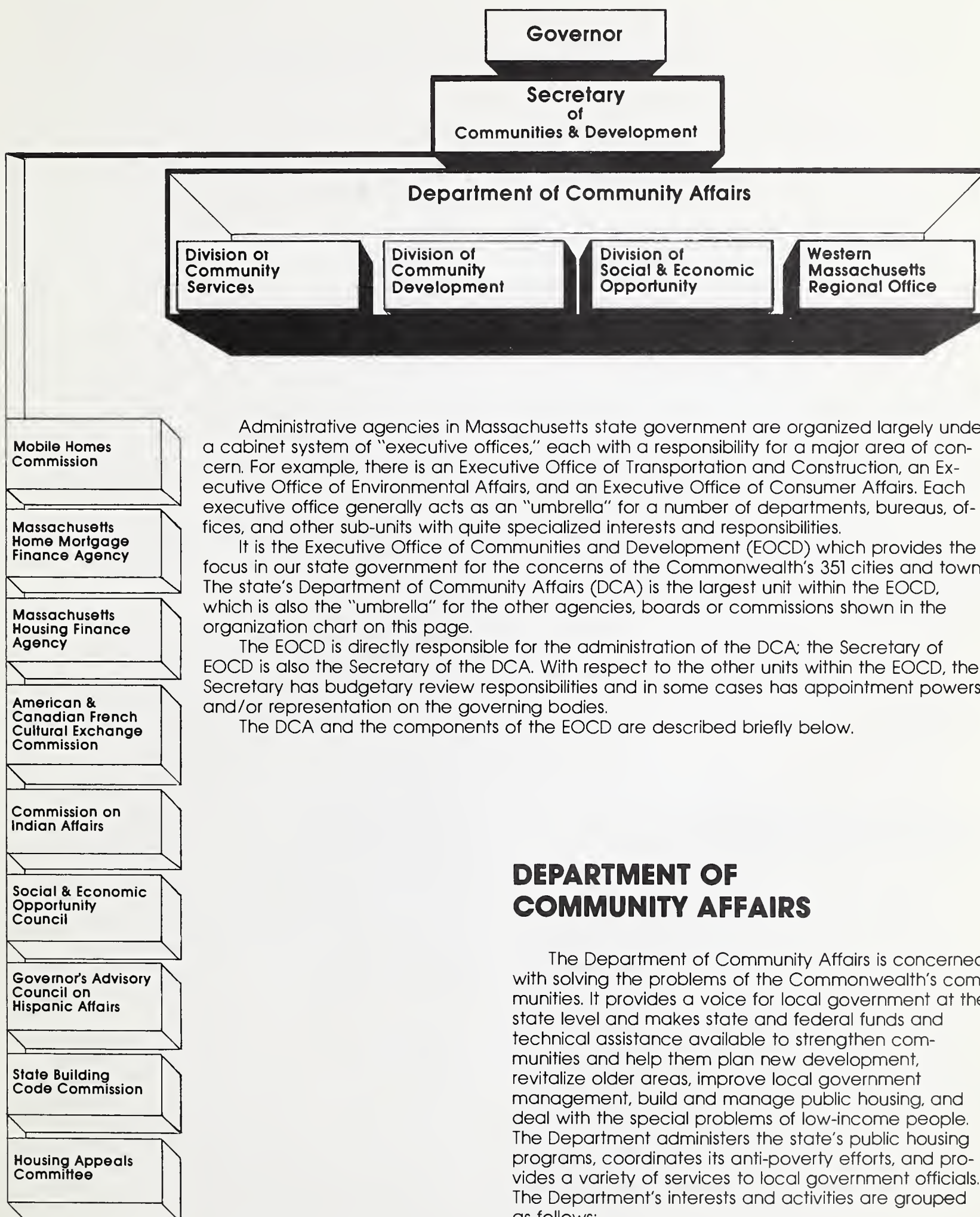
Social and Economic Opportunity
Council
294 Washington Street
Boston, Mass. 02108 (617) 727-4089

Mobile Homes Commission
Room 1619, McCormack Building
1 Ashburton Place
Boston, Mass. 02108 (617) 727-7180

State Building Code Commission
Office of Code Development
McCormack Building–13th floor
1 Ashburton Place
Boston, Mass. 02108
(617) 727-6916 or 6917

Commission on Indian Affairs
McCormack Building–10th floor
1 Ashburton Place
Boston, Mass. 02108 (617) 727-6966

EOCD/DCA ORGANIZATION



Administrative agencies in Massachusetts state government are organized largely under a cabinet system of "executive offices," each with a responsibility for a major area of concern. For example, there is an Executive Office of Transportation and Construction, an Executive Office of Environmental Affairs, and an Executive Office of Consumer Affairs. Each executive office generally acts as an "umbrella" for a number of departments, bureaus, offices, and other sub-units with quite specialized interests and responsibilities.

It is the Executive Office of Communities and Development (EOCD) which provides the focus in our state government for the concerns of the Commonwealth's 351 cities and towns. The state's Department of Community Affairs (DCA) is the largest unit within the EOCD, which is also the "umbrella" for the other agencies, boards or commissions shown in the organization chart on this page.

The EOCD is directly responsible for the administration of the DCA; the Secretary of EOCD is also the Secretary of the DCA. With respect to the other units within the EOCD, the Secretary has budgetary review responsibilities and in some cases has appointment powers and/or representation on the governing bodies.

The DCA and the components of the EOCD are described briefly below.

DEPARTMENT OF COMMUNITY AFFAIRS

The Department of Community Affairs is concerned with solving the problems of the Commonwealth's communities. It provides a voice for local government at the state level and makes state and federal funds and technical assistance available to strengthen communities and help them plan new development, revitalize older areas, improve local government management, build and manage public housing, and deal with the special problems of low-income people. The Department administers the state's public housing programs, coordinates its anti-poverty efforts, and provides a variety of services to local government officials. The Department's interests and activities are grouped as follows:

THE SECRETARY establishes departmental policy, advises the Governor on matters of local concern, and is the principal advocate in state government for the solution of community problems. Directly responsible to the Secretary are: two Assistant Secretaries, the Administrator of each division, the director of the Western Massachusetts Regional Office, the Affirmative Action Office, and the staff of the Housing Appeals Committee.

THE DIVISION OF COMMUNITY DEVELOPMENT administers the state's public housing programs principally through local housing authorities. Through five bureaus, the Division funds and monitors construction, rehabilitation, modernization, and management of public housing, and provides rental assistance payments for low-income people living in privately owned houses and apartments.

THE DIVISION OF COMMUNITY SERVICES provides planning and management services to Massachusetts cities and towns, primarily through municipal elected and appointed officials; administers the state's redevelopment assistance programs; helps municipalities with problems in state/local and other intergovernmental relations; and acts as an advocate for municipal interests.

THE DIVISION OF SOCIAL AND ECONOMIC OPPORTUNITY focuses primarily on the problems of poor people in the Commonwealth's communities, advocating their interests at the state level and making funds and technical assistance available locally through anti-poverty agencies (Community Action Agencies) for self-help food and economic development projects, energy conservation, fuel assistance, and other programs.

THE WESTERN MASSACHUSETTS REGIONAL OFFICE located in Springfield is a "mini" DCA that focuses on the needs of the Commonwealth's westernmost 105 cities and towns.

EOCD COMPONENTS OTHER THAN THE DCA

THE MOBILE HOMES COMMISSION coordinates all state and local agencies that have authority to license or regulate the mobile home industry. The Commission is currently focusing on issues of taxation and zoning and is investigating the possibilities of modular industrialized housing and mobile homes for housing low-income people.

THE MASSACHUSETTS HOME MORTGAGE FINANCE AGENCY is undergoing a court test to determine its ability to offer tax exempt bonds. If that is successful, the agency will help arrest deterioration in urban neighborhoods by offering low-interest mortgage loans to Massachusetts residents to purchase or rehabilitate their homes. It will make loans to mortgage lenders and insure loans made by lending institutions in older urban areas.

THE MASSACHUSETTS HOUSING FINANCE AGENCY is an independent lending institution which finances new construction and rehabilitation of apartments and other multi-unit mixed income housing. The housing is owned by limited profit or nonprofit corporations. The Agency funds its construction and mortgage loans by selling tax exempt notes and bonds to private investors.

THE AMERICAN AND CANADIAN FRENCH CULTURAL EXCHANGE COMMISSION has three purposes: to develop cultural ties between French Canadian and Franco-Americans; to foster interest in the history and culture of both groups; and to promote French language programs in Massachusetts schools.

THE COMMISSION ON INDIAN AFFAIRS promotes programs and services for Massachusetts' Native Americans. Serving as an advocate within state government for Massachusetts Indians, the Commission works with Indian organizations and a variety of state agencies to develop educational opportunities and to help Indians find jobs and housing and establish their land rights.

THE SOCIAL AND ECONOMIC OPPORTUNITY COUNCIL is an independent nine-member policy body which serves as a special advocate for the needs of the poor. It works with Community Action Agencies and low-income groups to identify problems of serious concern to low-income people and to identify ways to solve them. A major function of the SEOC is keeping government officials and the general public informed about the needs of low-income people in Massachusetts.

THE GOVERNOR'S ADVISORY COUNCIL ON HISPANIC AFFAIRS is a new council established in 1978 to serve as an advocate for the Hispanic Americans of Massachusetts and represent their interests within state government.

THE STATE BUILDING CODE COMMISSION is responsible for establishing a statewide building regulatory system, including the Massachusetts State Building Code, the second such code in the country. Developed by the Commission, the code is administered at the municipal level by local building officials. The Commission amends the code as necessary and establishes procedures for code administration and regulations for manufactured buildings and for building materials.

THE HOUSING APPEALS COMMITTEE hears and decides appeals in cases where local Zoning Boards of Appeals have denied comprehensive permits to build low- and moderate-income housing. The Committee operates under the authority of Chapter 774, the so-called "anti-snob zoning" statute, and determines whether the denials can be sustained in the light of local and regional housing needs and resources.

DCA EXECUTIVE OFFICE

"... focus on community problems and potentials ..."

The creation of the Department of Community Affairs in 1968 provided a new focus for the efforts of Massachusetts state government to help deal with community concerns. Ten years later, as the principal component of the Executive Office of Communities and Development, the DCA is involved in a broad range of activities to assist communities in solving problems and realize their potential – in modernizing city and town government, revitalizing neighborhoods and downtowns, developing and managing public housing, and helping low-income people become self-sufficient.

With 351 cities and towns to help, DCA's task is a complex one. Taking into account the magnitude and variety of needs and the fact that the state capital is not centered geographically, DCA policy, department organization and programs emphasize effective service delivery and local "capacity building" (i.e., enabling communities to solve their own problems).

The Department is administered by the Secretary of Communities and Development, who is the head of both the Department and the "umbrella" Executive Office of Communities and Development. The four major units of the Department include a regional office or

"mini DCA" in Springfield and three functional divisions which have a field staff but are located in Boston:

- Division of Community Services
- Division of Community Development
- Division of Social and Economic Opportunity
- Western Massachusetts Regional Office

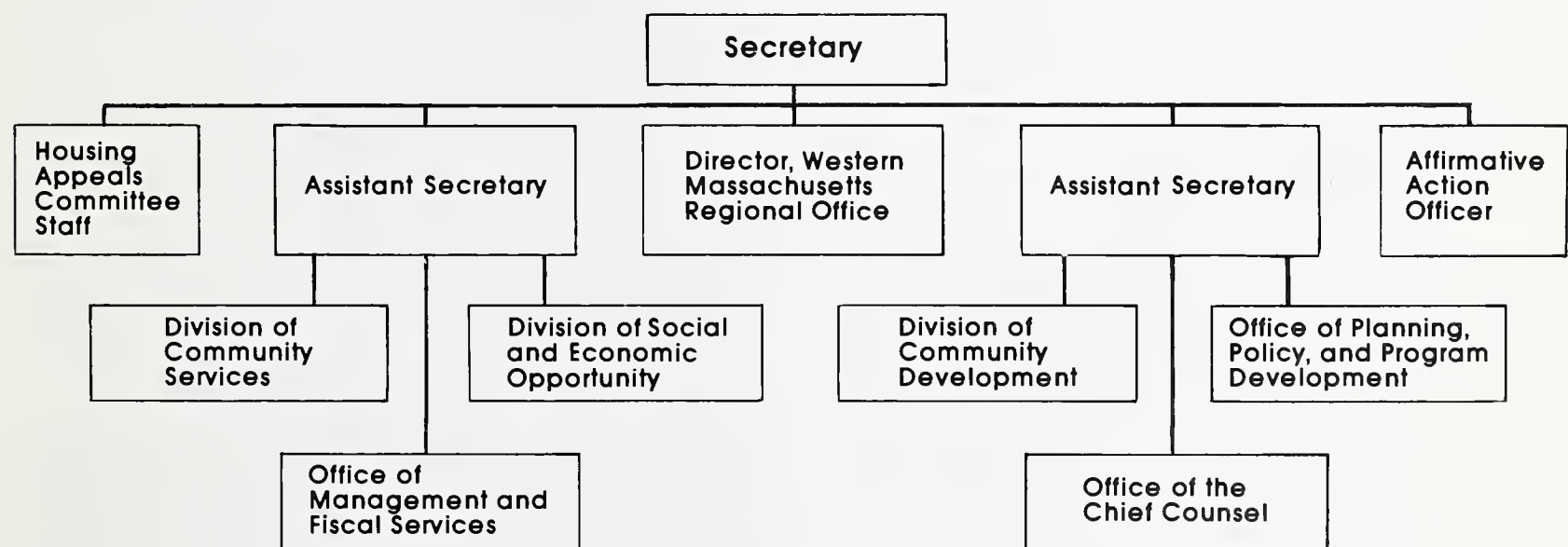
The Secretary coordinates policy with the Governor and the rest of the Administration; policy also reflects the inputs of the four major DCA units and their subunits. The concerns of many other agencies and organizations which deal with community affairs are taken into account, especially those of DCA's official advisory body, the Department of Community Affairs Advisory Committee and the Local Government Advisory Committee which meets monthly with the Governor.

The Secretary may be reached at:

Office of the Secretary (617) 727-7765
Executive Office of Communities and Development
100 Cambridge Street-14th floor
Boston, Massachusetts 02202

DEPARTMENTAL STRUCTURE

The working relationship between the Secretary and the Department's sub-units is shown below:



Responsible to the Secretary are: two Assistant Secretaries, who in turn are in charge of the three line divisions and three staff offices; the director of the Western Massachusetts (Springfield) Regional Office of the DCA; and the staff of the Affirmative Action Office and Housing Appeals Committee. The two Assistant Secretaries work closely with the Secretary on departmental administrative and policy matters, in addition to carrying out their other responsibilities.

The three divisions and the Western Massachusetts Regional Office are described elsewhere.

Swearing-in ceremonies for new members of the Local Government Advisory Committee, at the start of their monthly meeting in the State House with the Governor, Secretary Flynn, and other officials.



OFFICES

THE OFFICE OF PLANNING, POLICY AND PROGRAM DEVELOPMENT is the focus of housing planning in the Department and in all of state government. The office coordinates the planning and development of the statewide housing programs carried out by the Department and prepares the statewide functional plans that are the legislated responsibility of the Secretary, most notably the state housing plans and programs whose preparation is supported by grants from the federal Department of Housing and Urban Development.

Other responsibilities of the office include: conducting A-95 reviews of Housing Assistance Plans for the Community Development Block Grant Program; coordinating solar energy and lead paint removal programs and evaluating the federal "Section 8" program; developing a management information system for public housing and projecting resource requirements for housing subsidy programs; and coordinating the development of the Department's legislative package.

For further information or assistance, contact:

Office of Planning, Policy, and Program
Development (617) 727-8690
Department of Community Affairs
100 Cambridge Street -14th floor
Boston, Massachusetts 02202

THE OFFICE OF FISCAL AFFAIRS AND MANAGEMENT carries out the general administrative functions of the Department. These include: budgetary control, personnel processing, purchasing, clerical support as needed, accounts payable, central services, and dissemination of general information concerning the Department.

For additional information or assistance, contact:

Office of Fiscal Affairs and Management
(617) 727-7147
Department of Community Affairs
100 Cambridge Street -13th floor
Boston, Massachusetts 02202

THE OFFICE OF THE CHIEF COUNSEL provides legal advice and a variety of other legal services to the Secretary and to the subunits both of the Department and of the Executive Office of Communities and Development. Services include working with the Attorney General of the Commonwealth in preparing and trying cases concerning the Department and its components, and support services to counsels who repre-

sent the Department's client groups (e.g., housing authorities and redevelopment authorities).

For additional information or assistance, contact:

Office of the Chief Counsel (617) 727-7078
Department of Community Affairs
100 Cambridge Street -14th floor
Boston, Massachusetts 02202

THE AFFIRMATIVE ACTION OFFICE is responsible for ensuring that equal employment opportunity exists throughout the Department as well as in those areas outside the Department where the DCA has contractual or statutory responsibility (e.g., local housing authorities). The Office develops and distributes materials about affirmative action procedures, holds conferences, and coordinates statewide monitoring of affirmative action in DCA funded programs.

For additional information or for assistance, contact:

Affirmative Action Office (617) 727-7737
Department of Community Affairs
100 Cambridge Street -14th floor
Boston, Massachusetts 02202

THE HOUSING APPEALS COMMITTEE hears and decides appeals in cases where local Zoning Boards of Appeals have denied comprehensive permits to build low and moderate income housing. The Committee is a quasi-judicial body operating under the authority of Chapter 77A of the Acts of 1969, the so-called "anti-snob zoning" statute which provides relief from local zoning, building, and other codes if they are judged to be unreasonable impediments to the development of new housing.

Staff of the Committee provide legal and other support to the Committee during the appeals process. Through research, analysis, and preparation of materials for each case, staff assist the Committee in making its determination of whether denial or conditional approval of an application was consistent with local and regional housing needs. Then, if the case is further appealed to the courts, staff provide the Committee with the legal and other support needed to defend its decision.

Any inquiries should be made to:

Housing Appeals Committee (617) 727-6192
100 Cambridge Street
Saltanstill Building -13th floor
Boston, Massachusetts 02202

DIVISION OF

COMMUNITY SERVICES

"... helping to improve cities and towns and their governments ..."

Every city and town in the Commonwealth is looking for ways to manage its affairs better, to find solutions to financial problems, and to make the community and its neighborhoods more viable and enjoyable. These concerns are especially pressing for the elected and appointed officials responsible for local government, but many others—community leaders, legislators, ordinary citizens—are equally determined to see improvements made.

Many things directly or indirectly affect the quality of life in cities and towns, both positively and negatively: state laws, policies and programs; federal funding and regulations; and the technical and financial capabilities of local governments themselves. Within Massachusetts state government, it is DCA's Division of Community Services which is the prime focus for helping communities realize their potential for solving problems and improving the quality of life.

The Division is the advocate of local government interests, has an extensive technical assistance program for helping local governments solve planning and management problems, helps communities plan and fund neighborhood revitalization and economic development projects, and assists in the adaptive reuse of old buildings. The efforts of the Division emphasize community-strengthening development projects and building the capacity of local government to function more effectively. Among other things, the Division provides:

- Information and technical assistance for managing local government and for planning and carrying out community and neighborhood development projects;
- Help in dealing with other agencies and departments in state government;
- Advocacy of municipal interests in relation to state administrative policy and legislative matters;

- Aid to communities in applying for state and federal funds; and
- Funding and technical assistance for a variety of revitalization projects.

HOW THE DIVISION OPERATES

The Division is the most direct link between the Commonwealth's 351 cities and towns and the state government and is well informed about local needs and concerns. It has a toll free "800" line and a staff of municipal representatives who stay in close touch with local officials; its professional staff of planners, management specialists, policy analysts and municipal representatives work directly with people in local government to provide technical assistance and information.

Day-to-day direction of the staff of 40 and administration of the Division's programs are carried out by Program Managers under the overall direction of the Division Administrator. The Administrator and key Division staff work closely with the Office of the Secretary on matters of Department and overall Commonwealth policy and maintain direct contact with local, state and federal agencies and officials. The Administrator advises the Secretary on the programming and budgeting of the Department's resources and serves as the Secretary's appointment to the State Building Code Commission.

The Division has three major units which are all located in Boston at 1 Ashburton Place (the McCormack State Office Building):

- Office of Local Assistance
- Office of Local Development
- Building Reuse Project

Also located in the division is the DCA library.

The Division carries on extensive activities in the field and maintains close ties with DCA's Western Massachusetts Regional Office, which houses the municipal representatives for cities and towns in Hampshire, Franklin, Hampden and Berkshire Counties. Local officials from those communities who need assistance should get in touch with a municipal representative at 115 State Street in Springfield (413-736-4581).

The addresses and telephone numbers of the Bureaus are listed in the following sections. The Division Administrator can be reached at:

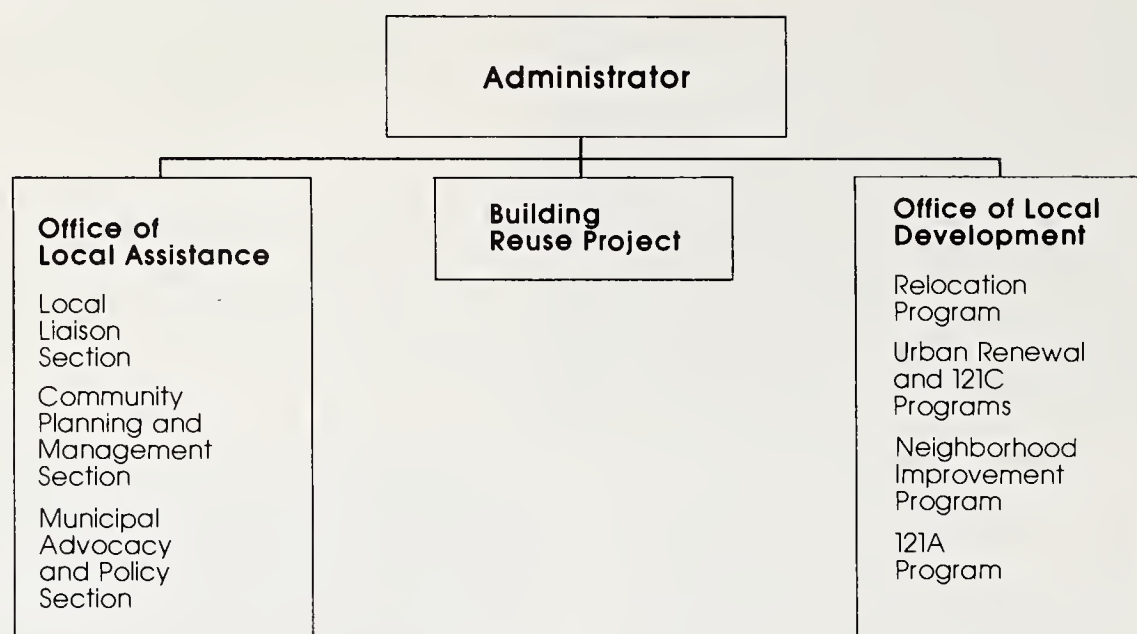
Office of the Administrator (617) 727-7001
Division of Community Services
1 Ashburton Place—16th floor
Boston, Massachusetts 02108



Underutilized buildings in downtown Lawrence, being studied for their potential contribution to revitalization of the city.

OFFICES AND PROGRAMS

The Division Administrator coordinates the following offices:



THE OFFICE OF LOCAL ASSISTANCE, the largest component of the Division, provides information and technical assistance to help local officials handle specific problems in community planning and development, local government management, and intergovernmental relations. The Office, which many know as "OLA," also works on behalf of all communities on such issues as state aid to communities and the impact of new state and federal legislation on municipalities.

OLA has a professional staff of specialists in community planning, public administration, municipal finance, and related fields. The kinds of assistance given to local officials include: help in state/local problems via direct staff assistance or quick and accurate referral; information (e.g., publications, newsletters, alerts and maps); seminars and training courses; and "one-on-one" planning and management assistance, including "in-depth" projects in selected communities. OLA has a toll-free "800" number and delivers services through three sections:

The Local Liaison Section (727-6964 or TOLL FREE 1-800-392-6445) provides information, direct assistance, and referral services to local officials on community development and local government management problems. Municipal officials may call this Section for answers to questions about DCA programs, sources of funds and technical assistance, state and federal program requirements, the status and provisions of state and federal legislation, and many other subjects. Local Liaison staff will compile needed data, advise local officials preparing grant applications, and assist in the resolution of conflicts with local, regional, state, and federal agencies.

In addition to being available through the toll-free number, Local Liaison staff members (Municipal Representatives) are assigned to specific communities and make periodic field visits to maintain regular contact with local officials. An important function of the Municipal Representatives is to help ensure that communities receive all the funds for which they are eligible, by making sure local officials are aware of the application procedures and deadlines for state and federal

programs. For example, Local Liaison staff are a prime source of information on general and counter-cyclical revenue sharing, Community Development Block Grants, Neighborhood Area Strategy funds, Economic Development Grants and similar programs.

Local Liaison staff have Western Massachusetts counterparts based in DCA's Springfield office; local officials from Franklin, Hampshire, Hampden and Berkshire Counties may call (413) 736-4581 to ask for their assistance.

The Community Planning and Management Section (727-3197) assists communities in land use and community development planning and in improving municipal management practices. The Planning and Management staff prepare in-depth studies which help specific municipalities to solve significant local planning and management problems. Although these projects, selected on a competitive basis, are undertaken in individual towns and cities, they address issues of concern to many other communities. The results of the projects are published and made available to other communities.

In-depth studies address issues such as organizing departments of community development (Peabody), harbor development (Newburyport), revitalizing small town central business districts (Millbury), debt management (Haverhill), and modernizing local government (Leicester).

In addition, staff of the Community Planning and Management Section provide an extensive program of assistance to communities in the preparation of zoning ordinances and by-laws and sub-division regulations, and provide frequent short-term assistance to communities on specific problems.

The Municipal Advocacy and Policy Section (727-3253) works to ensure that state policy issues of significant local concern are carefully assessed, and that the municipal perspective in the resolution of these issues is accorded serious consideration at the state level. To accomplish this objective, the staff prepares policy papers on current and proposed state policies, programs and regulations, such as local aid distribution,

the unemployment compensation law and municipal tort liability. In addition, this section drafts and analyzes legislation affecting cities and towns.

The staff also provides technical assistance to municipal charter commissions, town government study committees and local governments which are in the process of reorganizing their local government structures.

The staff assists the Governor's Local Government Advisory Committee and other committees engaged in the development of state policies which affect local governments.

Any inquiries should be made to the appropriate section described above, or to:

Director, Office of Local Assistance (617) 727-3253
Department of Community Affairs
1 Ashburton Place-Room 1619
Boston, Massachusetts 02108



Tower of vacant Stackpole Mill in Lowell, being readied for reuse as housing for the elderly.

THE BUILDING REUSE PROJECT helps communities understand how buildings that seem to be obsolete, such as surplus schools and abandoned factories, can be rejuvenated and turned into housing or used for other purposes that meet present-day needs of the community. Also, stimulation of private investment in existing buildings can be as essential to a community's growth and development as the attraction of new construction. Emphasis is given to downtown renewal and neighborhood revitalization strategies, and the Project uses a variety of means, including the provision of technical and consultant services, publications, and slide presentations, to make local officials and community groups aware of reuse potentials. Staff help is occasionally targeted on specific communities facing significant reuse problems and opportunities, but this assistance has had to be highly selective because of the limited size of the Project staff. The Building Reuse Project is a new and increasingly important component of DCA's overall program of planning and community development assistance to local communities, and efforts are being made to augment it.

Most of the Project's resources are now being devoted to developing prototypes of reuse approaches that can be used by many communities. With a special HUD grant, the Project is working with four communities: Lawrence and Southbridge have second- and third-story space in downtown commercial buildings with potential for housing and commercial uses; and Haverhill and North Adams have industrial space which could be developed to attract new industry. A principal objective is to focus on ways to overcome obstacles that inhibit renovation and reuse, such as zoning and parking regulations, the uncertainty of local property tax rates, provisions of the state building code, and negative attitudes toward saving old buildings. The results of this work which will be completed by August, 1978, will be: four demonstration Action Plans for renovating and reusing specific buildings in the four selected communities; and a handbook for local and state officials on overcoming obstacles to reusing and reinvesting in old buildings, with recommendations for public policy, suggestions on financing strategies and development tools, and practical approaches for reversing the decline of downtown areas.

Any inquiries should be made to:

Building Reuse Project (617) 727-7127
Department of Community Affairs
1 Ashburton Place-Room 1619
Boston, Massachusetts 02108

THE OFFICE OF LOCAL DEVELOPMENT is the state's focus for redevelopment projects and local economic development activities. The Office administers three statutory development programs: federal urban renewal, state-aided urban renewal, and state 121A urban development corporations. The Office also oversees relocation activities, operates the administratively created state Neighborhood Improvement Program, and certifies 121C Economic Development and Industrial Corporations. The Office has four program offices:

The Neighborhood Improvement Program

(617-727-4082) concentrates on helping communities to curtail the spread of blight and stabilize older neighborhoods. The Program, currently operating on a pilot basis in 6 communities, takes a comprehensive approach to improving the quality of life in those neighborhoods which are faced with the deterioration of their housing stock. Neighborhoods are stabilized by doing many things at the same time: rehabilitating housing; improving neighborhood facilities such as street lighting and parks; strengthening neighborhood organizations; and enlisting the support of local government, business and financial institutions.

Program staff help communities plan activities and put together a variety of funding sources to support their neighborhood improvement programs. State resources that may be involved include the Chapter 705 and 707 housing programs. Other potential funding sources are the federal government - Community Development Block Grant funds, Neighborhood Strategy Area funds, Section 8 money - and commitments from local banks.

Communities which have been participating in the Neighborhood Improvement Program include: Lowell, Waltham, Fitchburg, Boston (Roxbury and Dorchester), Brockton, and Cambridge.

The Urban Renewal Program Office (617-727-7180) allocates funds for state-aided redevelopment projects (although most state funds have already been committed), reviews and provides technical assistance to the 21 projects now underway, reviews all federally funded redevelopment projects, and certifies 121A Economic Development and Industrial Corporations set up by communities to foster sound economic growth.

Authorized by Chapter 121B of the General Laws, Massachusetts' state-aided urban renewal program includes among its objectives the development of low and moderate income housing, the revitalization of central business districts, and the development of industrial park projects to provide increased employment and tax revenue to local communities. When funds are available, the DCA allocates them to local authorities for property acquisition, project improvements, and other project costs, paying up to one-half of the net cost of a project, and also provides advance funding equal to 75% of the planning costs.

The Urban Renewal staff work directly with local redevelopment agencies and other local officials to facilitate planning and execution of state-funded projects, and to provide technical assistance in organizing for economic development activities. Recent efforts have emphasized building local capacity by providing technical assistance and materials such as a "downtown revitalization kit", and handbooks on how communities could conduct economic base and market studies.

The Relocation Program Office (617-727-4082) implements the state law (Chapter 79A of the General Laws) that requires that people, businesses, nonprofit organizations and farms displaced by public action be properly relocated. Relocation staff approve qualified relocation agencies, provide technical assistance to agencies conducting relocation projects, review and approve relocation plans and guarantee relocation payments and services.

DCA's major input occurs during the planning stages of a project. At that time, staff help the local agencies analyze housing and commercial needs, assist in training local staff, and generally provide information on the relocation process. During project execution, DCA staff monitor local agency activities to assure compliance with state regulations and assist with payment computations, special problems and grievances.

The 121A Program Office (617-727-7180) helps communities and developers set up Urban Development Corporations and projects and exercises review and approval powers in relation to 121A activities. Eligible sponsors include charitable non-profit corporations, individuals or associations of individuals, insurance companies, trusts, savings and cooperative banks.

Chapter 121A of the Massachusetts General Laws permits tax agreements for a period up to 40 years to these private urban development corporations in order to encourage development of blighted, substandard or decadent areas. Eminent domain powers are available, when authorized by DCA, in order to carry out projects.

Instead of paying the usual real estate tax, the corporation pays an excise tax based on assessed value plus a percentage of income. The developer may also agree to make additional cash payments to the community. Excises are paid to the state which then returns that amount to the city or town.

DCA administers the program in the state, except in the City of Boston, where the Redevelopment Authority has statutory responsibility.

DCA is working on a series of revisions to the law which will provide greater flexibility in Chapter 121A in the development of commercial and industrial projects and additional encouragement for the reuse of existing buildings.

Any inquiries should be made to the appropriate program office described above or to:

Director, Office of Local Development (617-727-7180)
Department of Community Affairs
1 Ashburton Place
Boston, Mass. 02108

THE OFFICE OF CODE DEVELOPMENT is directly responsible to the Secretary of the Executive Office of Communities and Development and to its independent policy making body, the State Building Code Commission. The Commission was established in 1973 with a primary mandate to establish a building regulatory system for the Commonwealth. The uniform Massachusetts State Building code was promulgated on July 1, 1974, and became binding on all municipalities on January 1, 1975.

The Office of Code Development, in serving as support staff to the Commission, develops new provisions for the codes as needed, (e.g., energy conservation standards) and is also responsible for accrediting construction test laboratories, licensing of construction test personnel, approving new construction devices and techniques, training all building code officials, licensing construction supervisors, and developing administrative forms and procedures. In addition, Code Development staff help developers and state and local officials understand the code and its administration.

Any inquiries should be made to:

Office of Code Development (617-727-6916)
1 Ashburton Place—Room 1319
Boston, Massachusetts 02108

THE MOBILE HOMES COMMISSION is an independent body established to address issues related to mobile homes. The Commission comes under the jurisdiction of the Executive Office of Communities and Development and although not a part of the DCA, its work is closely related to the interests of the Department. The Commission's purposes are to supervise the activities of mobile home park owners; provide policy regarding the use of mobile homes as an alternative form of housing; determine the market and effect a strategy for the use of mobile homes; research and make recommendations to the legislature regarding taxation and financing; and public informational documents for consumers.

At present, the Commission has two on-going projects: the coordination of all state and local agencies having jurisdiction through regulation or license over the mobile home industry; and preparation of a comprehensive application for a grant to develop an approach to integrating mobile homes and manufactured housing into the state's overall housing strategy.

Any inquiries should be made to:

Mobile Homes Commission (617) 727-7180
McCormack Building—Room 1619
1 Ashburton Place
Boston, Massachusetts 02108

DIVISION OF

COMMUNITY DEVELOPMENT

"... meeting housing needs ..."

There is a severe and growing need for adequate housing in Massachusetts—for the elderly, the handicapped, and low and moderate income people. In addition, the Commonwealth's existing public and private housing stock is aging, and some neighborhoods are in a state of decline. Massachusetts state government works to solve these problems in a number of ways, including planning and research, helping to finance new construction, rehabilitation, and modernization, providing funds for rental assistance payments, and assisting local housing authorities in providing public housing in the Commonwealth's cities and towns.

Most of the state government's housing efforts are made by DCA's Division of Community Development. The Division administers all the state-aided public housing programs as well as the state rental assistance program and a portion of the federal rental assistance funds. It is responsible for regulating and giving technical assistance to local housing authorities.

The division's emphasis is on effective use of available resources to create the best possible living environments for people and on enabling the local housing authorities to function effectively. Among other things, the Division:

- Distributes rental assistance funds to local housing authorities;
- Finances the modernization of existing state-aided veterans and elderly housing;
- Helps local authorities improve how they manage their projects and work with the tenants;
- Monitors and regulates the financial operations of the local authorities;
- Makes grants to cities and towns for the construction of new low-income housing for the elderly, public housing for families, and housing for the handicapped; and
- Supervises the planning, design and construction of the projects undertaken by local housing authorities.

HOW THE DIVISION OPERATES

The Division is the largest unit of the DCA. It is responsible for more than one billion dollars (over 46,000 units) of existing and new assisted housing and over 21 million dollars in state and federal rental assistance funds. The Division has an experienced professional staff which includes architects, planners, finance and management experts, accountants, and other specialists.

The Division's programs and staff are directed on a day-to-day basis by Program Managers under the overall supervision of the Division Administrator. On mat-



Finishing touches being put on 667 housing development for the elderly in Winchester.



ters of policy, programming, and budget, the Administrator works closely with the Office of the Secretary and with the Office of Planning, Policy, and Program Development. The Administrator advises the Office of the Secretary on eligibility requirements and the allocation of funds among competing grantees.

Within the Division are five bureaus, all of which are located in Boston at 100 Cambridge Street (the Saltonstall State Office Building):

- Bureau of Housing Development
- Bureau of Housing Modernization
- Bureau of Housing Management and Tenant Services
- Bureau of Audits and Accounts
- Bureau of Rental Assistance

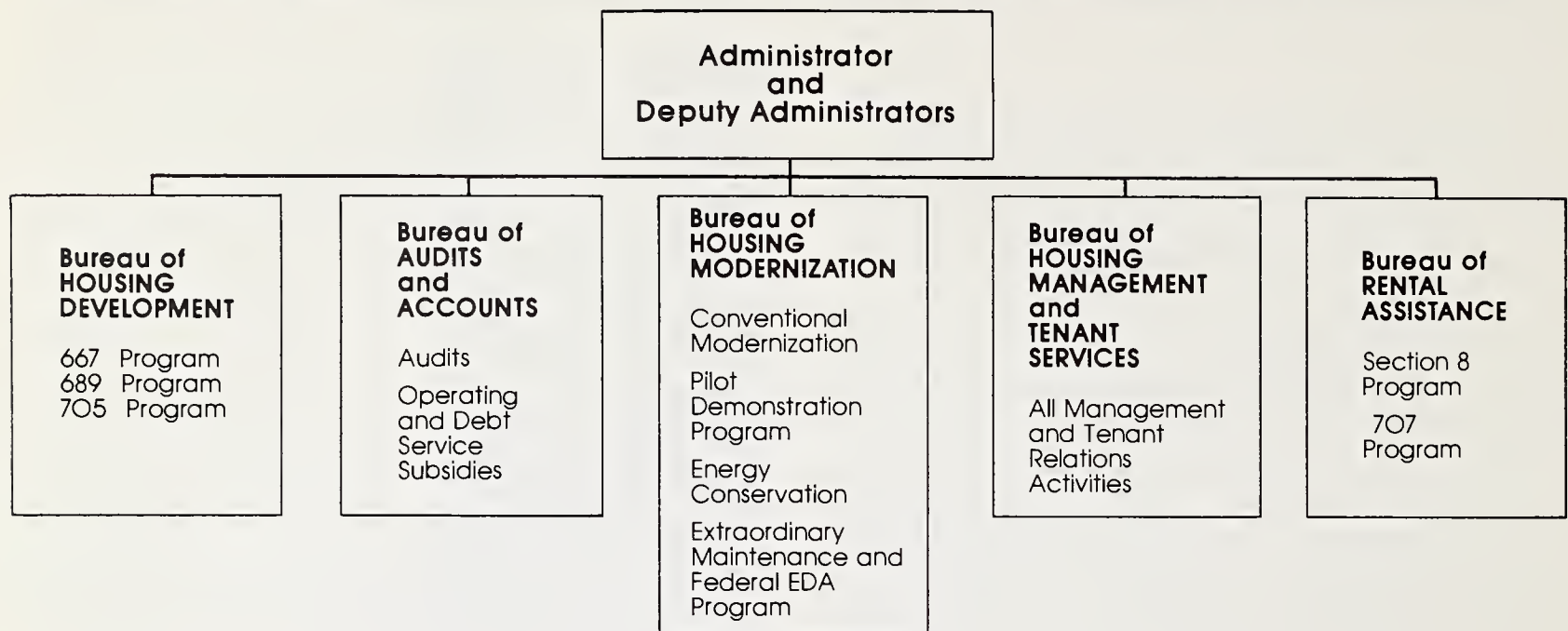
The Division has an extensive field staff operation and close ties with the Western Massachusetts Regional Office of the DCA. It is suggested that people from western communities (those in Berkshire, Franklin, Hampden, and Hampshire counties) who are interested in housing matters first get in touch with the DCA Regional Office at 115 State Street in Springfield (413-736-4581).

The addresses and telephone numbers of the bureaus are listed in the following sections. The Division Administrator can be reached at:

Office of the Administrator (617-727-7130)
Division of Community Development
100 Cambridge Street—14th floor
Boston, Massachusetts 02202

OFFICES AND PROGRAMS

The Division Administrator and Deputy Administrators coordinate the following bureaus and special programs:



THE BUREAU OF HOUSING DEVELOPMENT supervises the planning, design, and construction phases of housing development projects undertaken by local housing authorities under the following three state-funded programs for low-income people: 667 for the elderly and the handicapped; 689 for the handicapped; and 705 for families.

The Bureau has three sections: **Development**, which helps with planning, feasibility studies, site selection, and other activities needed to get development started; **Construction**, which oversees contract bidding and inspects the buildings during construction, and **Technical**, which supervises architectural drawing preparation and modifications to developments under construction.

The Chapter 667 Elderly and Handicapped Housing Program gives local housing authorities the financial and technical assistance to construct and rehabilitate housing for low income elderly and handicapped persons. Five percent of the units, statewide, must be designed and made available to handicapped people of any age. 667 has been used to build over 25,000 housing units within low and high rise structures with additional units on the drawing board. In response to a long recognized need for housing for frail elderly persons, a number of larger "congregate" apartments are presently being designed as a pilot demonstration in five locations to provide shared living accommodations having special support services funded through the Massachusetts Department of Elder Affairs.

Recent legislative bonding authorization will allow an additional 3,300 667 units to be developed. New allocations will emphasize locations within older developed areas and rehabilitation of existing buildings which reinforce local revitalization efforts, among other development criteria. Further exploration of features designed for frail elderly persons will also be part of the new program.

Interesting examples of 667 housing include the converted mill buildings in Lowell and Stoughton, and the vacant school buildings in Peabody and Norwood which are currently being turned into housing.

When funds are available, the Bureau sends out requests for proposals to local agencies and officials and chooses new development projects on the basis of the needs of the communities and other criteria such as those mentioned above. There is a 667 handbook available from the Bureau.

The Chapter 689 Housing for the Handicapped Program provides funds to convert existing structures for use as "group homes" or "community residences" for low-income people who are physically and/or mentally handicapped.

689 works as a joint program: the DCA finances the housing, which is owned by the local housing authority; the state's Executive Office of Human Services provides funds to a local non-profit organization which manages the housing and provides the handicapped occupants with the special services they need. Typically the structure is a converted single family home with 10 residents. These community residences are an important part of the state's efforts to de-institutionalize handicapped people.

The 689 program currently operates under a \$10 million bonding authorization with which 500 housing units are being provided; more funds are likely to be allocated in the near future. Development projects are initiated by local housing authorities which submit proposals to the Executive Office of Human Services for certification of need and capability of the local service provider. There is a handbook on the 689 program available from the Bureau.

The Chapter 705 Family Housing Program has provided about 600 housing units (additional units are now in planning) for low-income families by helping

local housing authorities purchase existing housing or build or rehabilitate structures on scattered sites. Projects vary in size and design, including single family houses, duplexes, and small developments.

At the present time, the 705 program is being restructured in order to accomplish two primary objectives: to upgrade the housing stock in the state's older neighborhoods, and to stimulate neighborhood preservation and improvement by the private sector, either in concert with the Chapter 707 program, as part of DCA's Neighborhood Improvement Program, or as a discrete program. Additional proposals for innovative uses of 705 funds will be solicited in the future.

Inquiries should be made to:

Bureau of Housing Development (617) 727-3246
Department of Community Affairs
100 Cambridge Street-13th floor
Boston, Massachusetts 02202



Another type of state-assisted housing, a community residence in Lowell.

THE BUREAU OF HOUSING MODERNIZATION administers state and federal funds for major maintenance and modernization projects to upgrade existing state-aided public housing. Grants are made to local housing authorities, chiefly for improving the large number of older Chapter 200 state-aided veterans family housing developments. The Bureau has surveyed the physical condition of veterans housing developments statewide to document existing needs and to provide a basis for distributing funds.

The Bureau has a field staff which assists local housing authorities in a variety of ways.

The Conventional Program for Modernization of Public Housing provides grants to local housing authorities from the \$50 million dollar bond issue authorized by the state legislature in late 1976 for modernizing state-assisted public housing. This is an "entitlement" grant system: that is, each housing authority is advised of the minimum level of funding available to it over a five-year period, with allocations of the money on the basis of need. Priority is given to bringing the older state-aided developments into compliance with the state sanitary code. There are special bonuses for those authorities which supplement their modernization

grants with other sources of funding such as the federal Community Development Block Grants. The Bureau ensures that tenants take part in planning the modernization activities. An example of modernization is the replacement of windows, renovation of kitchens, and upgrading of electrical systems accomplished in the Woodrow Wilson Court Chapter 200 family housing development (68 apartments) in Cambridge, originally constructed in 1948.

The Pilot Program for Modernization of Public Housing is a new program that is in the process of selecting three to five state-aided housing developments from a list of 20 candidates for award of three-year grants. These grants will be used to demonstrate how a comprehensive improvement program can result in a major upgrading of deteriorated public housing. The developments selected are among the most distressed public housing units in the state. The pilot programs will attempt to reverse current patterns of deterioration, poor security, and social depression by a combination of management and physical improvements. The Bureau is especially interested in innovative solutions which are transferable to other "problem" housing developments.

The Energy Conservation in Public Housing Program is staffed under a special grant from the U.S. Department of Energy and some state modernization funds and is taking the first steps in an energy conservation program for all existing public housing in Massachusetts. The program is producing conservation engineering standards for capital improvements in public housing and is helping local housing authorities develop their own energy conservation programs and apply for federal solar energy grants. Conservation staff also run conservation workshops for maintenance employees. Under the program, local housing authorities are using state modernization funds to perform some energy conservation demonstration projects, such as building and mechanical insulation, heating renovations and hot water system alterations.

The Bureau also has an Extraordinary Maintenance program that provides state funds for extraordinary maintenance problems in state-aided public housing units, such as de-leading projects and repair of waste disposal systems. All of the \$3,000,000 for this program has either been spent or is committed, but additional funds have been requested and will be allocated to deal with the most critical problems.

Any inquiries should be made to:

Bureau of Housing Modernization (617) 727-7132
Department of Community Affairs
100 Cambridge Street-14th floor
Boston, Massachusetts 02202

THE BUREAU OF RENTAL ASSISTANCE administers two programs to make state and federal financial assistance available to low-income people who live in private rental units: the Chapter 707 state-funded program and the federal Section 8 program (the Bureau administers that part of the program not administered directly by local housing authorities).

* **The Chapter 707 Rental Assistance Program** provides state funds to help individuals and families live in private moderate rent units they otherwise could not af-

ford. The funds go through local housing authorities or non-profit organizations to private landlords who rent units to people who qualify for public housing but cannot be accommodated in existing projects. The local authority helps the people find accommodations and uses the funds from the Bureau to pay the private landlord the difference between the rent for the unit and the rent which the tenant would pay in public housing. The Bureau has been using 707 guarantees where possible to encourage rehabilitation of private market units and revitalize neighborhoods. The Bureau solicits proposals from local housing authorities to apply for 707 funds as they become available.

The Section 8 Program provides federal funds for rent subsidies in a similar fashion to the state 707 program. The eligible person receives a housing certificate which allows him or her to find and rent a private market apartment and have the rent subsidized by the Section 8 program. Those Section 8 Rental Assistance funds which are not distributed directly by HUD to local housing authorities are administered by the Bureau, either directly by its own staff or under contractual arrangements with regional non-profit organizations (the Bureau administers the program in areas where there is no local housing authority or where the authority is not interested). The Bureau advises the non-profit organizations of the availability of the funds; briefing sessions are held locally for low-income people who want to apply.

Any inquiries should be made to:

Bureau of Rental Assistance (617) 727-5884
Department of Community Affairs
100 Cambridge Street-14th floor
Boston, Massachusetts 02202

THE BUREAU OF AUDITS AND ACCOUNTS monitors the financial activities of local housing authorities, arranges for temporary and permanent financing for construction, and issues the DCA Contracts for Financial Assistance. The Bureau administers the payment of federal Section 8 New Construction subsidies to certain state-aided development projects which have been allocated federal funds for operating assistance.

The Bureau also administers the public housing operating subsidies, funds which are available to reimburse a local housing authority for deficits in its operating budget if the budget has been approved by the DCA. Since public housing tenants may only be required to pay rent equivalent to 25% of their net income if utilities are included in the rent and 20% if utilities are not included, the rents may not provide enough income to run the development. This subsidy makes up the difference with funds appropriated by the state legislature.

The Bureau reviews all annual operating budgets of local housing authorities and, where warranted, undertakes further technical assistance or audits through its management review and audit section. This section was created in the Bureau in 1977 to conduct on-site reviews of performance and records of local housing authorities to insure that management performance and fiscal procedures are in compliance with state regulations and requirements. Staff from the section visit the offices of selected authorities to review records and management operations and meet with authority personnel.

The Bureau also provides advice and expertise on financial matters to other bureaus within the Division.

Any inquiries should be made to:

Bureau of Audits and Accounts (617) 727-7134
Department of Community Affairs
100 Cambridge Street-14th floor
Boston, Massachusetts 02202

THE BUREAU OF HOUSING MANAGEMENT AND TENANT SERVICES

is concerned with the performance of the more than 230 local housing authorities which manage public housing in the Commonwealth's cities and towns. The Bureau oversees and regulates the day-to-day operations of the local authorities to assure that they use proper business practices, follow the general laws of the Commonwealth, comply with DCA regulations, and make their housing accessible to all eligible persons.

The Bureau's staff spend most of their time in the field in direct contact with both the housing authorities and tenant organizations to advise them of specific techniques they can use together to maintain and improve the livability of low-income public housing.

Bureau activities include the conduct of management seminars for housing authority staff, review and approval of housing authority operating budgets, assistance to authorities and their tenant organizations in improving management and maintenance practices, and monitoring of housing authority expenditures.

Any inquiries should be made to:

Bureau of Housing Management and Tenant Services (617) 727-3240
Department of Community Affairs
100 Cambridge Street-14th floor
Boston, Massachusetts 02202

DIVISION OF

SOCIAL AND ECONOMIC OPPORTUNITY

"... attacking problems of poverty ..."

Many citizens of the Commonwealth in both urban and rural areas have incomes too low to meet their needs. Some of these needs are severe but short-term, such as being unable to pay winter fuel or electric bills, while others are long-term, such as the high cost of food or lack of jobs locally. Individuals' problems of poverty become community problems in cities and towns where there are low-income neighborhoods with inadequate housing, public facilities and services.

Massachusetts government has many programs to help poor people. It is within the DCA, however, that self-help and the economic and social independence of low-income people are emphasized, and among state agencies it is the DCA's Division of Social and Economic Opportunity which serves as the advocate of the poor.

The Division works to influence public policy and to mobilize public and private resources to meet the immediate and longer range needs of low-income people. The Division provides funds and technical assistance for projects that enable people to become self-sufficient and supports the efforts of local anti-poverty organizations, the Community Action Agencies. Among other things, the Division provides:

- Funds for weatherizing houses and apartments;
- Consumer education on energy conservation;
- Technical assistance for developing community-based business enterprises and for starting up self-help food projects (e.g., community gardens);
- "Crisis" funds for people unable to pay utility bills;
- Ombudsman services for handling low-income people's problems with government;
- Funds for summer youth recreation programs; and
- Training and technical assistance for state and local volunteer programs.

HOW THE DIVISION OPERATES

In contrast to the other two divisions, Social and Economic Opportunity operates largely with federal funds that it administers for the benefit of low-income people. Within an overall program structure, the Division modifies the nature and extent of its activities to reflect the resources available: for instance, the Division adapted to the sudden availability of "crisis" federal funds for "one-shot" aid to low-income people to help pay their fuel bills. The Division carries out some projects itself (e.g., training, technical assistance, research, and advocacy), but makes most resources available to the 24 local Community Action Agencies for direct program operation.

Under the overall direction of the Division Administrator, day-to-day direction of the Division's staff of 25

and the administration of its programs are carried out by Program Managers. The Division has a professional staff with specialists in economic development, alternative food programs, energy conservation, volunteer management, antipoverty policy, and other areas. The Office of the Administrator provides general technical assistance to the local Community Action Agencies.



A community garden at the Hampshire Heights housing development in Northhampton.

The Administrator works closely with the Office of the Secretary on matters of policy, programming, and budget; serves as the principal resource to the Secretary in advising the Governor and other Cabinet Secretaries on policy issues affecting the poor; maintains direct contact with numerous state and federal agencies and officials; serves as the State Economic Opportunity Office (SEOO) Director; and is the DCA liaison with the Social and Economic Opportunity Council, Massachusetts Commission on Indian Affairs, and the Hispanic Council. The Administrator also represents the Secretary on the board of the Massachusetts Community Development Finance Corporation.

The Division has five units, all of which are located in Boston at 10 Tremont Street (between the Parker House and City Hall):

- Ombudsman (in the Office of the Administrator)
- Office of Resource Development
- Office of Energy Conservation
- Administrative Section
- Office of Citizen Participation

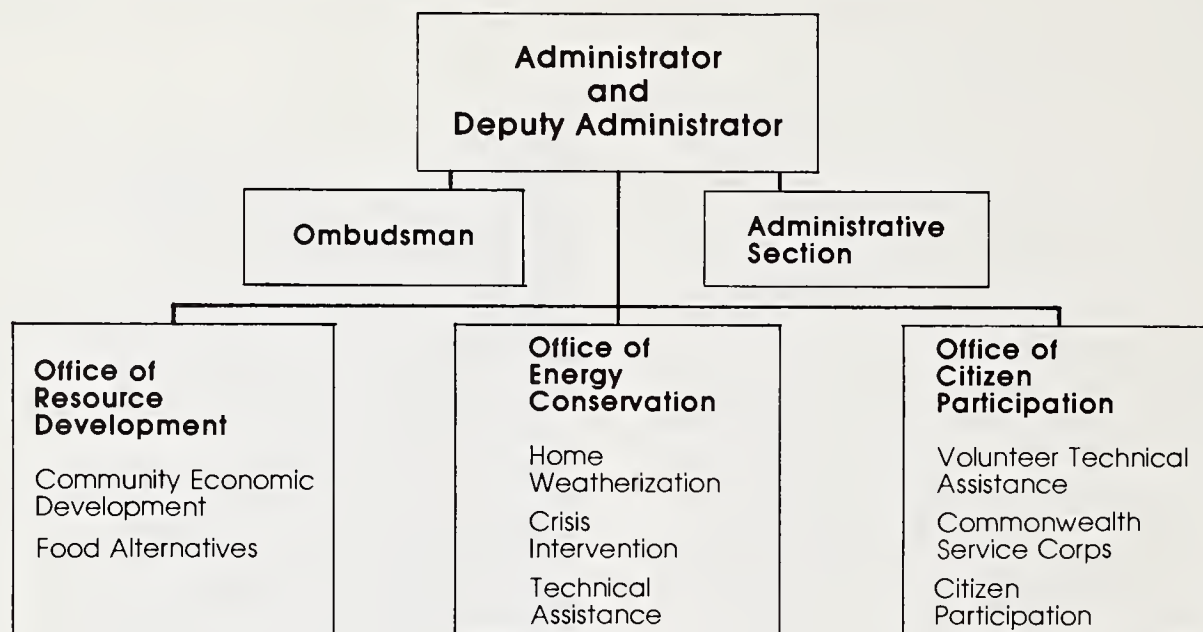
Many of the Division's staff work directly in the field with local agencies and community organizations. The first point of contact on anti-poverty matters for people in communities in Western Massachusetts (Berkshire, Franklin, Hampden and Hampshire Counties) should be DCA's Regional Office at 115 State Street in Springfield (413-736-4581).

The addresses and telephone numbers of the Division's subunits are listed in the following sections. The Division Administrator can be reached at:

Office of the Administrator (617) 727-7004
 Department of Community Affairs
 Division of Social and Economic Opportunity
 10 Tremont Street-6th floor
 Boston, Massachusetts 02108

OFFICES AND PROGRAMS

The Division Administrator coordinates the following components and programs:



THE OFFICE OF RESOURCE DEVELOPMENT undertakes a variety of activities to help local organizations and projects that will enable low-income people to become economically self-sufficient. Working both at the state level and through local Community Action Agencies and other neighborhood-based organizations, the Office focuses on programs to foster the creation of jobs, community-based economic development, and self-reliance food projects. The activities of the Office include: research and program design; funding (primarily with federal funds) and monitoring of local programs; workshops, publications and "one-on-one" technical assistance; efforts to influence state and federal legislation and administrative regulations; and mobilizing additional federal funds and other resources for local projects.

The work of the **Community Economic Development Program** (727-4074) has included developing a state-wide resource directory for use by local non-profit groups that need financial or technical assistance to carry out economic development projects. An example of a local project completed with funds provided by the office is the Brightwood Corporation's program to stabilize small businesses in Springfield's Brightwood section. After a needs study, the Corporation provided five small grants to stimulate additional private investment to improve building facades, purchase equipment, and

otherwise strengthen the stores in this target neighborhood's commercial corridor.

The Food Alternatives Program (727-2222), which works toward increasing food self-sufficiency for low-income people, focuses on supporting self-help demonstration projects and on providing technical assistance such as a "how to" booklet on organizing farmers' markets and workshops on community greenhouses, canneries, food cooperatives, and community gardening projects. The program has made small grants such as those to several small pre-order food cooperatives to buy coolers that will increase the range of food items that can be stocked. A highly successful program during 1977 was the distribution of seed packets to 8,000 low-income community gardeners across the state. Another recent DCA-supported project is the pair of novel solar greenhouses designed and constructed by Citizens for Citizens, the Community Action Agency in Fall River; DCA provided funds and staff assisted in the planning, design and initial operation of the greenhouses.

Any inquiries should be made to a number listed above or to:

Office of Resource Development (617) 727-4074
 Division of Social and Economic Opportunity
 Department of Community Affairs
 10 Tremont Street-6th floor
 Boston, Massachusetts 02108

THE OFFICE OF ENERGY CONSERVATION carries out a state-wide consumer energy program for low-income people. The program provides mainly for weatherization of homes and crisis intervention to pay utility bills, and also for consumer education and advocacy on behalf of low-income energy consumers.

The program is supported almost entirely with funds from the federal government (Community Services Administration, Department of Energy, New England Regional Commission). The Office of Energy Conservation makes these funds available to local agencies (the 24 Community Action Agencies or CAAs) which carry out the program at the neighborhood level throughout the Commonwealth. The Office provides technical assistance to the CAAs through research, publications, workshops, meetings and forums, and also monitors program performance.

The CAAs send out teams to weatherize (weather-strip, caulk, insulate, repair furnaces and broken windows, etc.) houses and apartments occupied by people whose incomes may not exceed 125% of the federal poverty level. During 1977, over 2,500 dwelling units were weatherized. The CAAs also provide area residents with consumer information about energy conservation techniques and consumers' rights, and distribute fuel oil and "crisis" utility payments which the DCA has helped make available from the federal government and private donations. For instance, almost \$5 million was distributed in 1977 to nearly 25,000 (1/3 elderly) low-income households for crisis payment of fuel and utility bills.

Allocations are made by the DCA to the CAAs as funds become available. To obtain weatherization or other help, low-income people apply directly to their CAA (call the DCA if the name of the CAA is not known).

Any inquiries should be made to:

Office of Energy Conservation (617) 727-8419
Division of Social and Economic Opportunity
10 Tremont Street-6th Floor
Boston, Mass. 02108



Insulation being installed as part of a home weatherization project.

THE OFFICE OF CITIZEN PARTICIPATION currently has two programs: Voluntarism/Citizen Participation, and the Commonwealth Service Corps.

The Voluntarism/Citizen Participation program (727-4258) promotes volunteer citizen involvement in state agencies and community programs through training, publications, and other projects. The Office focuses on providing technical assistance to volunteer managers in state agencies who coordinate the efforts of the 20,000 volunteers now in state service.

Office of Citizen Participation staff activities include: consultation with state agencies that want to start or improve volunteer services; conduct of workshops on the principal steps in the volunteer management process; promotion of legislation (e.g., health and liability insurance for volunteers in state agencies); and provision of limited training to board members and staff of volunteer organizations. Examples of workshop subjects are: resource development, grantsmanship, and team building concepts for administrators of volunteer services. In addition to state agencies, private nonprofit organizations may inquire about technical assistance, which they will receive if it is not more appropriate to refer them to a Voluntary Action Center.

The Office also offers advice on citizen participation, on request, and is presently initiating an innovative female juvenile delinquency prevention and social adjustment program.

The Commonwealth Service Corps (727-4075) is a state-funded program, administered by the DCA, which provides expense stipends of \$80 a month to low-income volunteers. These volunteers work 30 hours per week in community agencies that serve low-income people—in such areas as day care, Head Start, social and community services, food cooperatives and community outreach organizations.

Each year funding for over 300 volunteer "slots" is allocated by DCA's Commonwealth Service Corps office to nearly 30 Area Coordinating Agencies through an RFP (request for proposal) process; these agencies recruit and place the volunteers in their own organizations and in more than 100 other community agencies. In addition, short-term projects are funded from time to time.

The low-income volunteers learn marketable skills and get practical work experience which has enabled many of them to qualify for regular paid employment. Also, since the state-funded work of the volunteers may be considered as a local share for matching federal grants, volunteers provide communities and local agencies with additional financial resources. In the past, the program has generated over \$1,000,000 annually in federal grants for the state. Finally, there are the benefits the volunteers provide to tens of thousands of citizens in need of their help, such as the work of a Corps volunteer in Holyoke who provides testing, counseling, information and placement to welfare recipients interested in furthering their education. Organizations interested in the program may contact the Corps at the above number.

Inquiries should be addressed to:

Office of Citizen Participation (617) 727-4258
Department of Community Affairs
10 Tremont Street-6th floor
Boston, Massachusetts 02108

THE ADMINISTRATIVE SECTION is responsible for the management of grants and contracts both for the Division's own activities and for those undertaken by subgrantees such as the Community Action Agencies. In addition, the Section administers the federal CETA (Comprehensive Education and Training Act) program for the Department, including assuring proper placement of the Department's own CETA-funded staff. As in all CETA programs, emphasis is on providing placements for unemployed people that will build their skills, make worthwhile contributions to projects they work on, and lead to stable permanent employment afterward. DCA CETA staff have been placed in all three Divisions as well as in outside agencies, such as the 12 people placed with the Farmers Home Administration who in their first year helped low-income people obtain \$8,000,000 in housing loans and grants.

The Administrative Section also handles part of the federal grants made available in Massachusetts for local recreation activities for low-income children. These are the "balance of state" funds for the Summer Youth Recreation Program, which the Section distributes to Community Action Agencies (CAAs) in cities and towns not covered by CETA "prime sponsors." Activities include day camp, arts and crafts, organized sports and recreational programs, as well as bus trips to parks and museums, baseball games, the mountains and the seashore. A total of 11,000 children from 289 cities and towns participated in these events in 1977. The CAAs run the recreation programs by using the funds to pay for transportation, admission fees, sports equipment, and other costs of activities for low-income children between the ages of 8 and 13.

Any inquiries should be addressed to:

Administrative Section (617) 727-4077
Division of Social and Economic Opportunity
Department of Community Affairs
10 Tremont Street—6th floor
Boston, Massachusetts 02108

THE OMBUDSMAN, a full-time staff person within the Office of the Administrator, is an important part of the state government's efforts to help the poor. The Ombudsman's role is that of a mediator/advocate to provide help free of charge to low-income people and organizations that ask for assistance in ironing out specific problems they're having with government, particularly state agencies. The "ombudsman" (from an old Swedish word meaning mediator or community representative) handles problems on a case by case basis and is well acquainted both with how government works and with the needs of poor people.

One example of the ombudsman's activities is the help given the Spanish Council in the town of Clinton in its efforts to obtain some of the federal funds (Community Development Block Grant) that had been made available to the town for local use. Another example is the assistance given to assure the continuation of anti-poverty programs in Somerville and Medford.

Inquiries about assistance should be directed to:

Ombudsman (617) 727-7004
Office of the Administrator
Division of Social and Economic Opportunity
Department of Community Affairs
10 Tremont Street—6th floor
Boston, Massachusetts 02108

Although not part of the DCA, the following components of the Executive Office of Communities and Development are functionally related to the Division of Social and Economic Development Opportunity.

THE SOCIAL AND ECONOMIC OPPORTUNITY COUNCIL (SEOC) is an independent policy body created to focus on concerns of low-income people while situated outside the policy constraints of the Administration. The Secretary of the Executive Office of Communities and Development holds one seat on the nine-member Council appointed by the Governor. The largest portion of the federal grant from the Community Services Administration to the Massachusetts Social and Economic Opportunity Office, is given to the SEOC to carry out its advocacy function.

Staff efforts have covered a variety of areas including research, public hearings, and a state-wide convention to develop the People's Platform, a self-generated statement of the needs and priorities of the poor to give public officials a greater understanding of these needs as well as a "yardstick" for measuring the effectiveness of public officials in addressing these needs. The major priorities of the Platform are in the areas of discrimination, job fulfillment, economically depressed areas, and keeping jobs in Massachusetts. The SEOC publishes Platform newsletters monthly and the *Beacon Hill Update* twice a month. The latter provides information on state government policies and programs and legislation affecting the poor.

Any inquiries should be made to:

Social and Economic Opportunity Council
(617) 727-4089, -4090
294 Washington Street
Boston, Massachusetts 02108

THE MASSACHUSETTS COMMISSION ON INDIAN AFFAIRS

is an independent policy body that deals with issues facing the Commonwealth's Indians. The Commission operates within the framework of the Executive Office of Communities and Development for administrative purposes only. The Commission is a seven member body of Native Americans, appointed by the Governor and representing the major tribal affiliations and geographical areas of the Commonwealth.

The Commission serves as an advocate for Native Americans within state government. Staff of the Commission focus their efforts on assessing Indian needs and on identifying and channelling private and public resources to assist Indians in such areas as education, housing, employment, and social services. Information and technical assistance are also provided to tribal councils and Indian organizations to strengthen their cultural enrichment and social service programs. The Commission reviews proposals for grants for the benefit of Indians and works for legislation of concern to Native Americans. The Massachusetts Indian Census, completed with the assistance of the DCA, is the major source of data for these efforts.

Any inquiries should be addressed to:

Massachusetts Commission on Indian Affairs
(617) 727-6966
1 Ashburton Place (McCormack Building)—10th floor
Boston, Massachusetts 02108

WESTERN MASSACHUSETTS REGIONAL OFFICE

"... serving cities and towns 'out west' ..."

One third of the Commonwealth's municipalities are in Western Massachusetts. For municipal officials and community leaders in these cities and towns, trips to Boston and long distance phone calls represent both an expense and an inconvenience. These municipalities may also often have different concerns from the more urbanized eastern part of the state.

To make sure the Western Massachusetts communities receive all the services of the Department of Community Affairs, a Western Massachusetts Regional Office was established in 1974. The Regional Office provides the services of the Department of Community Affairs to the 101 cities and towns in the four counties in Western Massachusetts (Berkshire, Franklin, Hampden, and Hampshire) as well as to four towns in Worcester County (Athol, Petersham, Phillipston, and Royalston). Staff of the Regional Office represent all three of the Department's Divisions and all the Department's areas of expertise.

HOW THE REGIONAL OFFICE OPERATES

The Regional Office is under the overall supervision of the Regional Director who carries out DCA policy in the region with a staff of eight. On matters of policy, programming and budget, the Regional Director works closely with the Office of the Secretary and with the Office of Planning, Policy, and Program Development. The Regional Director keeps in touch with the needs of the communities of Western Massachusetts and represents their interests within the Department. The Director reports directly to the Secretary on matters of concern to Western Massachusetts.

The Regional Office has two units, each with a specific set of objectives. They are:

- *The Community Services and Human Resources Development Unit*, which focuses on: municipal advocacy and local assistance; citizen action and volunteer resources; and advocacy for human resources development; and
- *The Community Development Unit*, whose interests are: housing development; housing construction and modernization; housing management; and tenant services.



The Berkshire setting of the new DCA funded housing under construction in Stockbridge.

The Community Services and Human Resources Development Unit is concerned with serving local chief elected officials and, through them, other units of local government such as planning boards, conservation commissions, and citizen advisory groups. It also works with human service agencies to develop and maintain volunteer resources and articulate the needs of the economically disadvantaged. The unit:

- Provides needed information to local government leaders;
- Helps local government work with state and federal programs and agencies;
- Assists in the preparation of grant applications for state and federal funds;
- Coordinates regional A-95 reviews for all categories of grant applications;
- Organizes and sponsors regional seminars for local officials in response to community planning, management, and other needs;
- Recruits and places volunteers in human service agencies; and
- Develops opportunities for minorities and the economically disadvantaged to participate in decision making in programs designed to benefit them.

THE COMMUNITY DEVELOPMENT UNIT focuses on housing and works primarily through the 40 local and regional housing authorities to strengthen local capacity to plan for and administer an adequate stock of state subsidized public housing. Unit staff:

- Assist in the public housing development process, for example by helping in preparing applications and selecting sites;
- Coordinate the reviews that take place as the housing is being developed;
- Inspect sites during construction and prior to acceptance of units;
- Train and assist local housing authority management and maintenance staff to ensure efficient management and compliance with DCA regulations;
- Assist housing authorities and tenant groups in securing human service resources of other state agencies; and
- Represent the Department in state rural development activities.

The Western Massachusetts Regional Office has field staff working with local housing authorities, and Municipal Representatives for the 105 communities in its area of responsibility. Field staff, Regional Office units, and the Regional Director can all be reached at:

Western Massachusetts Regional Office
(413) 736-4581
Department of Community Affairs
115 State Street
Springfield, Massachusetts 01103

CITIES AND TOWNS IN WESTERN MASSACHUSETTS



ADAMS
AGAWAM
ALFORD
AMHERST
ASHFIELD
ATHOL
BECKET
BELCHERTOWN
BERNARDSTON
BLANDFORD
BRIMFIELD
BUCKLAND
CHARLEMONT
CHESHIRE
CHESTER
CHESTERFIELD
CHICOPEE
CLARKSBURG

COLRAIN
CONWAY
CUMMINGTON
DALTON
DEERFIELD
EAST LONGMEADOW
EASTHAMPTON
EGREMONT
ERVING
FLORIDA
GILL
GOSHEN
GRANBY
GRANVILLE
GREAT BARRINGTON
GREENFIELD
HADLEY
HAMPDEN
HANCOCK
HATFIELD
HAWLEY
HEATH
HINSDALE
HOLLAND
HOLYOKE
HUNTINGTON
LANESBOROUGH
LEE
LENOX

LEVERETT
LEYDEN
LONGMEADOW
LUDLOW
MIDDLEFIELD
MONROE
MONSON
MONTAGUE
MONTEREY
MONTGOMERY
MOUNT WASHINGTON
NEW ASHFORD
NEW MARLBOROUGH
NEW SALEM
NORTH ADAMS
NORTHAMPTON
NORTHFIELD
ORANGE
OTIS
PALMER
PELHAM
PERU
PETERSHAM
PHILLIPSTON
PITTSFIELD
PLAINFIELD
RICHMOND
ROWE
ROYALSTON

RUSSELL
SANDISFIELD
SAVOY
SHEFFIELD
SHELburne
SHUTESBURY
SOUTH HADLEY
SOUTHAMPTON
SOUTHWICK
SPRINGFIELD
STOCKBRIDGE
SUNDERLAND
TOLLAND
TYRINGHAM
WALES
WARE
WARWICK
WASHINGTON
WENDELL
WEST SPRINGFIELD
WEST STOCKBRIDGE
WESTFIELD
WESTHAMPTON
WHATELY
WILBRAHAM
WILLIAMSBURG
WILLIAMSTOWN
WINDSOR
WORTHINGTON

PUBLICATIONS

Single copies of these publications, except those marked with an asterisk (*), may be ordered by phone or mail from the office or division indicated (communities in Western Massachusetts may also contact DCA's Springfield Office: 115 State Street, Springfield 01103 413-736-4581).

OFFICE OF THE SECRETARY

Housing Massachusetts: The Housing Element for the Commonwealth, Office of Planning, Policy and Program Development, 1978. Major state housing policies, plans, programs and coordination mechanisms.

Housing and Neighborhood Strategies for Massachusetts, Office of Planning, Policy and Program Development, 1977. (Discussion draft.) Departmental housing strategies and proposed policies for strengthening neighborhoods.

Housing Policy Statement for Massachusetts, Office of Planning, Policy and Program Development, 1975. Housing needs and goals, policies and priorities.

DIVISION OF COMMUNITY DEVELOPMENT

Developing Housing for Older People, Bureau of Housing Development, 1978. Describes the state-funded 667 program and how it works.

Developing Community Residences, Bureau of Housing Development, 1978. Describes the state-funded 689 program for developing public housing for the handicapped.

DIVISION OF SOCIAL AND ECONOMIC OPPORTUNITY

Funding and Assistance Sources for Massachusetts Community Economic Development Organizations, Office of Resource Development, 1977. Directory of programs and organizations providing financial and technical assistance.

Organizer's Guide for Setting Up an Open Air Farmer's Market, Office of Resource Development, 1977.

Proposing a Good Time: Being the Gentle Art of Separating Money from its Source, 1977. A guide to fundraising, prepared by the Office of Citizen Participation staff for the Citizen-craft project of the Massachusetts Bicentennial Commission.

DIVISION OF COMMUNITY SERVICES

(Please note: "OLA" refers to the Office of Local Assistance)

*A Future from the Past: The Case for Conservation and Reuse of Old Buildings in Industrial Communities, Building Reuse Project, 1978. Strategies for conserving and revitalizing older industrial communities. To be published by the U.S. Department of Housing and Urban Development.

*Built to Last, OLA, 1977. A handbook for recycling old buildings, with case studies of many successful examples. Published by and available from The Preservation Press of the National Trust for Historic Preservation; also available from the State Bookstore, State House, Boston 02133.

*Built to Last (slide/tape presentation), OLA, 1977. Illustrates reuse techniques, exemplary projects. Inquire about loan, other availability.

Developing a Land Use Management Process (for Mashpee), OLA, 1976. Relevant to smaller communities without services (water/sewer) and facing growth pressures.

Developing a Local Comprehensive Permit System (for Bridgewater), OLA, 1977. Streamlining the local development permit process in the interests of both the town and the developer.

A Directory of the Executive Offices of the Commonwealth of Massachusetts—Structure, Functions, Programs, OLA 1977. Comprehensive listings and summaries of functions of offices in Communities and Development, Economic Affairs, Educational Affairs, Environmental Affairs, Transportation and Construction, and Elder Affairs.

Economic Development Potential of 121B, OLA, 1977.

Establishing Departments of Community Development (for Peabody), OLA, 1976. Pertinent laws and available options for communities (of 25,000 or more) interested in creating a department of community development.

Evaluating Development Impact (for Chelmsford), OLA, 1976. How to evaluate subjective impacts of a major development on a community.

Evaluating Reuse Options for Large Institutional Land Holdings (for Lenox), OLA, 1976. Tools for municipal officials to evaluate reuse proposals for obsolete institutional properties.

A Guide to Citizen Participation, Revised, OLA, 1976.

A Guide to Economic Base Analysis for Community Development Planning, Bureau of Neighborhood Improvement and Relocation (now Office of Local Development), 1977.

Guide to Programs, Personnel, Publications (of the Office of Local Assistance), OLA, 1977.

A Guide to Retail and Commercial Market Analysis: A Vehicle of Downtown Revitalization, Bureau of Neighborhood Improvement and Relocation (now Office of Local Development), 1977.

The Home Rule Procedures Act, Chapter 43B, G.L., OLA, 1977.

Improving Highway Business Areas (for Williamstown), OLA, 1977. Problems and solutions relating to "strip commercial" development.

In-Depth Program Citizen Participation Abstract, OLA, 1977.

Land Use Manager, OLA, a bulletin issued periodically.

Managing Debt as a Community Resource (for Haverhill), OLA, 1977. Manual for local officials interested in understanding and improving debt management.

Managing Seasonal Neighborhoods in Transition (for Lakeville), OLA, 1977. Deals with municipal problems of providing services (wastewater disposal, drinking water, police and fire protection, etc.) to seasonal neighborhoods in the process of change.

Modernizing Local Government (for Leicester), OLA, 1977. Alternative governmental structures and new management concepts for handling local problems, with emphasis on the role of the chief executive.

Monitoring Change in Residential Neighborhoods (for Melrose), OLA, 1976. Method of identifying changes in residential areas before visible evidence of decline is apparent, especially useful for larger municipalities with declining population.

Municipal Planning and Subdivision Control Legislation, Revised, OLA, 1976.

121A Incentives for Community and Economic Development, Proceedings from a Conference, 1977. Available from the Office of Local Development. Proceedings of the May 1977 U. Mass./DCA sponsored conference on Urban Development Corporations.

Organizing for Economic Development (for Wareham), OLA, 1976. Organizing local resources in communities under 25,000 to address industrial development, unemployment, attracting commercial development and related matters.

Overview of Massachusetts Economy, OLA, 1977.

Planning and Developing Small Harbor Areas (for Newburyport/Salisbury), OLA, 1977. Potentials for increased fishing facilities, recreation and tourism; models for harbor design showing interrelationships of land and water uses.

Preparing a Development Constraints Information System (for Easthampton), OLA, 1977. Helps local officials and developers determine where development problems and opportunities exist (by means of map overlays), so growth may be directed toward areas of least impact.

Protecting Agricultural Lands (for Westfield), OLA, 1976. Tests the latest techniques of agricultural land preservation, discusses state policy, examines purchase of development rights.

Protection of Wetlands and Floodplains; Case Studies—18 Eastern Massachusetts towns, OLA, 1977.

Revitalizing Small Town CBDs (for Millbury), OLA, 1976. Deals with housing, community services, aesthetics, traffic and circulation problems relevant to revitalizing central business districts.

Sewers, Drains, and Sidewalks: Questions and Answers (Chapter 83, General Laws,) OLA, 1976.

Some Questions and Answers on Betterments (Chapter 80 and 80A, General Laws), OLA, 1976.

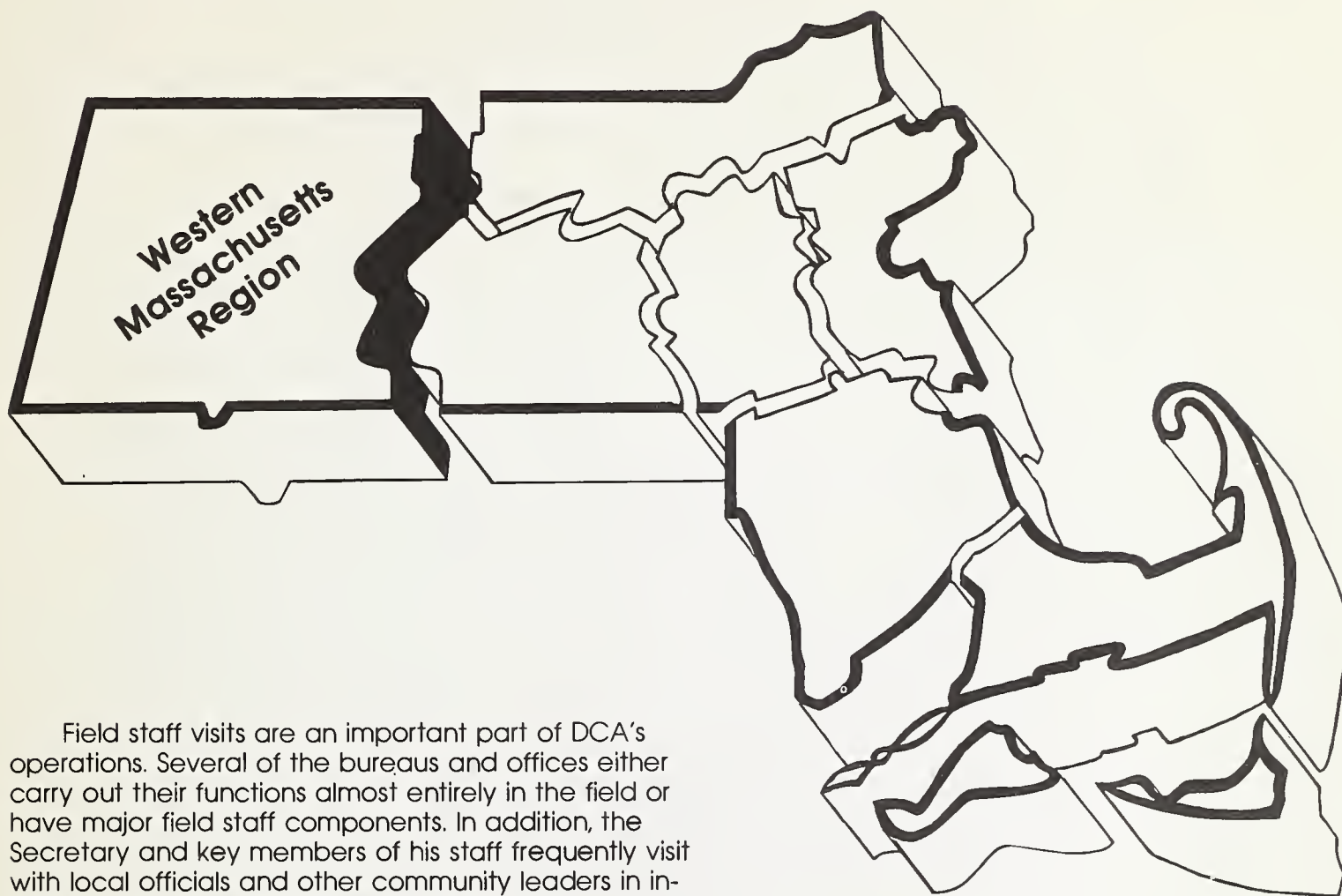
Summary of Home Rule Charter Provisions in Massachusetts, OLA, 1977.

Town of Sterling, Managing the Impact of I-90, OLA, 1977.

The Wetlands Protection Act (Chapter 31, Section 40, General Laws), Revised, OLA, 1976.

Zoning Enabling Act, Revised, OLA, 1976.

DCA VISITING WITH YOU



Field staff visits are an important part of DCA's operations. Several of the bureaus and offices either carry out their functions almost entirely in the field or have major field staff components. In addition, the Secretary and key members of his staff frequently visit with local officials and other community leaders in individual and group meetings throughout the Commonwealth. In this way the DCA is able to respond to local needs, keep abreast of problems, and provide localities with up-to-date information and on-site technical assistance when asked to do so.

DCA's field staff operations reflect the organization of the Department; the 105 westernmost communities are served by staff based in the DCA Springfield office, the central and eastern parts of the state by Boston-based staff. Field "territories" vary somewhat from one bureau or office to another. As an example, the map shows how cities and towns are grouped to form areas of responsibility for the municipal representatives from the Local Liaison staff of the Office of Local Assistance, who respond to requests for help from local officials.

Field staff for the most part are assigned to specific communities. These assignments change from time to time, and the appropriate local officials are kept advised. If you need to know who your field representative is, you can call one of these numbers:

Western Massachusetts—all functions: (413) 736-4581

Central and Eastern Massachusetts (all area code 617):

Office of Local Assistance, Local Liaison: 727-6964 or
TOLL FREE 1-800-392-6445

Bureau of Housing Management and Tenant Services:
727-3240

Bureau of Rental Assistance: 727-5884

Bureau of Housing Modernization: 727-7132

Bureau of Housing Development: 727-3246

Bureau of Audits and Accounts: 727-7134

Field visits by staff of other offices may also be arranged. Call or write directly to the appropriate office, or get in touch with the Springfield Office or the Local Liaison Section of the Office of Local Assistance.

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DCA/EOCD NUMBERS

(All in area code 617 except
W. Mass. Regional Office)

SECRETARY EOCD /DCA	727-7765
Assistant Secretaries	727-7765
Affirmative Action	727-7737
Chief Counsel	727-7078
Fiscal Affairs and Management	727-7147
Housing Appeals	727-6192
Planning, Policy and Program Development	727-8690

DIVISION OF COMMUNITY DEVELOPMENT 727-7130

Audits and Accounts	727-7134
Housing Development	727-3246
Housing Management and Tenant Services	727-3240
Housing Modernization	727-7132
Rental Assistance	727-5884

DIVISION OF COMMUNITY SERVICES 727-7001

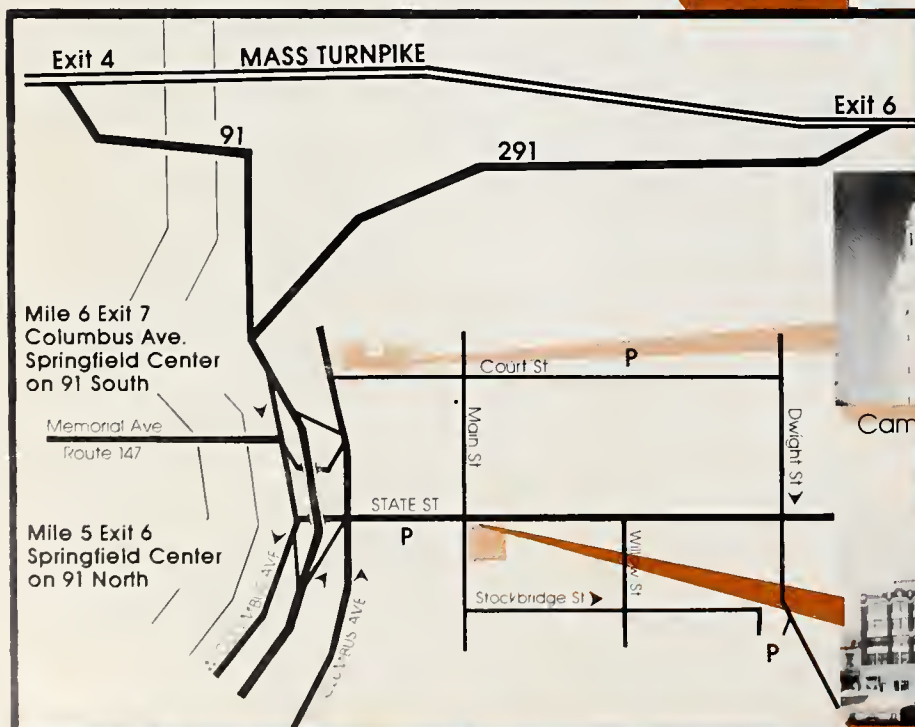
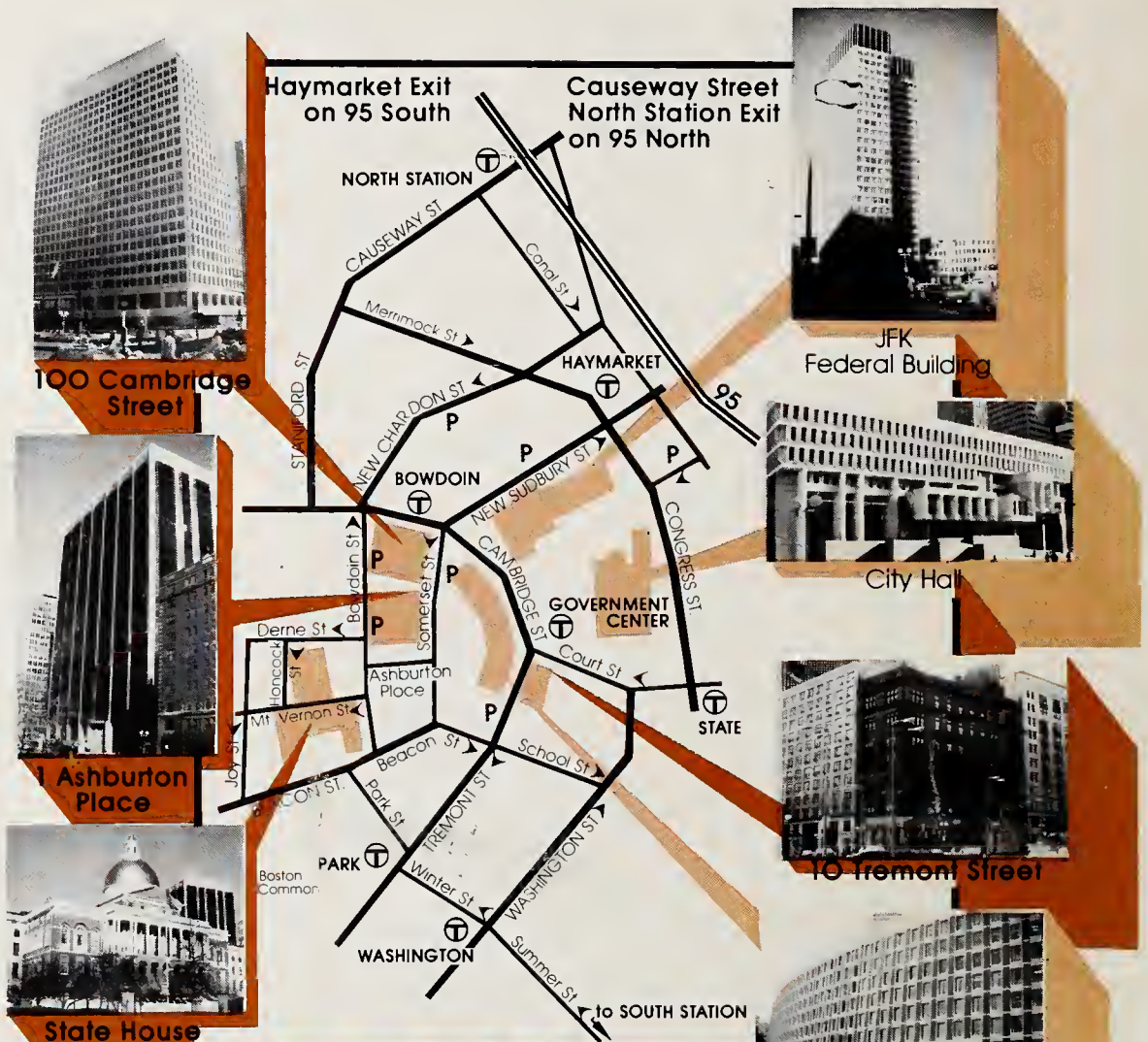
Building Reuse	727-7127
Office of Local Assistance	727-3253
Community Planning and Management	727-3197
Local Liaison	727-6964
<u>TOLL FREE FOR LOCAL AFFAIRS</u>	<u>1-800-392-6445</u>
Municipal Advocacy and Policy	727-3253
Office of Local Development	727-7180
Neighborhood Improvement	727-4082
121A Corporations	727-7180
Relocation	727-4082
Urban Renewal	727-7180

WESTERN MASSACHUSETTS REGIONAL OFFICE (413) 736-4581

DIVISION OF SOCIAL AND ECONOMIC OPPORTUNITY 727-7004

Administrative Section	727-4077
Citizen Participation	727-4258
Commonwealth Service Corps	727-4075
Energy Conservation	727-8419
Office of Resource Development	727-4074
Community Economic Development	727-4074
Food Alternatives	727-2222
Ombudsman	727-7004

AMERICAN/CANADIAN/FRENCH CULTURAL EXCHANGE	727-6800
BUILDING CODE	727-6916
HISPANIC AFFAIRS	727-7005
HOUSING APPEALS	727-6192
INDIAN AFFAIRS	727-6966
MASS. HOME MORTGAGE FINANCE	723-9770
MASS. HOUSING FINANCE (MHFA)	723-9770
MOBILE HOMES	727-7180
SOCIAL AND ECONOMIC OPPORTUNITY COUNCIL	727-4089



SPRINGFIELD

BOSTON

- One-Way Streets
 - P Parking
 - Ⓣ Subway/Train Stations
- Not all streets
are indicated.